

Case study - Stichting initiatief op Scheveningen – The Netherlands

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# Stichting initiatief op Scheveningen – The Netherlands

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## A. Summary table

LAG name	Stichting initiatief op Scheveningen	
Lead partner: Gemeente Den Haag	LAG director	
Spui 70, 2511 BT, Den Haag, Netherlands	Vincent Hillen, Programme Manager Kansen voor West Den Haag <a href="mailto:vincent.hillen@denhaag.nl">vincent.hillen@denhaag.nl</a>	

LAG financial structure	Main European Structural and Investment Fund	Part of another territorial delivery mechanisms
Mono-fund		Integrated Territorial Investment

	CCI number	Financial allocation (EUR)	Priority axes concerned	Programme Thematic objective(s) concerned
European Regional Development Fund (ERDF) Programme	2014NL16RFOP002	431118	Priority axis 4: Promoting social inclusion and combating poverty	9

LAG Strategy				LAG Implementation Current situation (June 2017):
Population covered by the strategy	Specific thematic focus and challenges of the strategy	Specific territorial focus of the strategy	Specific social target of the strategy	
55,510	Social inclusion	Mainly focused on urban development / urban areas	Enterprising communities: social enterprise and business creation	Projects under implementation

## B. Strategy

### B.1. Area of the CLLD

#### *a. Area and population covered by the strategy [2-3 paragraphs]*

The CLLD strategy has been implemented in the Scheveningen area of The Hague city. This area is a recognised touristic destination, mainly known for its beach. The attractiveness varies along the year: In the summer season it attracts a lot of tourism and therefore leads to an increase of employment, in the off season tourism flow decreases considerably.

Scheveningen counts 55.976 inhabitants, 66,6 % are natives and 33,4 % with an immigrant background. Since on average The Hague presents 47,2 % of native population, there are less inhabitants with an immigrant background in Scheveningen compared to other parts of the city. This lead to a strong social cohesion amongst residents, because of the strong local identity. However, the average income in Scheveningen is lower than the average income in The Hague, with marginalisation effects that need tailored social inclusion actions. Among the residents of Scheveningen, there is a higher rate of unhealthy life style than in the rest of The Hague, with drug and alcohol abuse.

Scheveningen is an area characterized by the harbour, a touristic and residential area. It has developed itself from a fisherman's village to an attractive beach for tourists with increasing shipping and port industries, which represent important employment opportunities. In this respect the CLLD supports small local oriented projects, and the target groups are: entrepreneurs, SME's, large organisations, local population, youth, students, the elderly and athletes active in water sports.

Moreover, the CLLD strategy foresees a stronger involvement of the local residential action groups for the redevelopment of the harbour area. The area has potential (harbour, beach) which can only be exploited by more collaborative actions between local parties and government. The goal is to promote social inclusion by enhancing living environment, increasing employment, creating educational opportunities etc. Finally, the aim of the CLLD is to achieve more sense of democracy. Residents of Scheveningen tend to believe that they have no influence in the policy making of The Hague municipality

#### *b. Development needs and potential of the area*

The area is characterised by a latent social tension between local population and local authority. This is rooted on the one hand in the strong cohesion of the local inhabitants, and on the other hand in a certain feeling of "us against them", them being the local authority which decides for the local population without consulting local inhabitants. The CLLD could bring some changes to these thoughts, by supporting bottom-up initiatives.

The SWOT analysis indicates that offshore services, seaweed cultivation, fishery and surfing accommodations constitute potential activities that could solve some of the critical aspects of the local labour market, providing employment opportunities in fishery. Other employment opportunities can be generated in the harbour related jobs, in hospitality and water sports (sailing etc.).

### B.2. Strategy of the CLLD

#### *a. Thematic scope of the strategy*

The thematic focus is social inclusion, which is rather broad. Different topics have effect on social inclusion: living environment, employment, educational opportunities etc. The CLLD strategy doesn't exactly explain how social inclusion has been interpreted. However, it starts from the awareness that the local population would prefer more involvement in policy making. Synergy between local population, demand in employment and education is therefore desired.

#### *b. Objectives of the strategy and their priorities*

The objectives of the strategy are: education in fishery, more sporting events in Scheveningen, collaboration with local entrepreneurs and organisations, linkage with other parts of the city of The Hague, more innovation and spin-offs in the area and more working space for young entrepreneurs.

The goal is to enhance social inclusion by initiating education and employment driven activities. These activities would also have social impact in terms of bringing local population together.

#### *c. Targets and results*

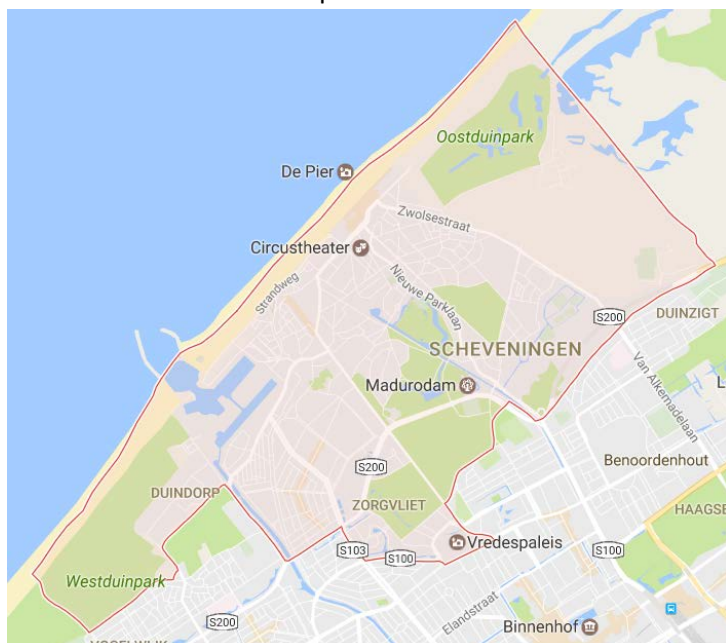
The LAG is led by the foundation called SIOS and has the objective to financially support 27 projects, over the whole project period April 2016 – September 2019.

The general goal of these projects is social inclusion through creating jobs for the lower end of the labour market, enhancing the living environment, creating educational opportunities. These goals aren't specified in targets or indicators.

The foundation is monitored by the ERDF department in The Hague led by the manager Vincent Hillen. In accordance to agreements and regulations, the ERDF department has to assure that the declared costs meet the eligibility requirements. Every 6 months SIOS reports to the ERDF department, which verifies the eligibility of the declared costs.

#### *d. Maps*

The red area below in the picture is the area of interest of the CLLD.



### B.3. Place-based approach

#### *a. Territorial coherence*

Scheveningen was chosen for the CLLD strategy because of the socio-economic condition of the area and the tension between local population and authority, which is stronger than other parts of the city. The CLLD covers the whole district of Scheveningen, with a certain focus on the coast area, and the strategy matches the needs of the area.

There is certain tension between the local population in Scheveningen and the municipality due to certain incidents in the past. Local population in general have a lack of confidence in city hall's policymaking. However, there is no wider strategy at city level, and this makes the CLLD strategy a pilot action for reinforcing mutual trust and solving tension with the local population.

#### *b. Legacy with previous experiences*

The CLLD has been built on the general idea of the LEADER programme and its community-led approach. Because of the previously mentioned tension between local population and the authority, Scheveningen is an effective area to implement a CLLD strategy. However, this is a challenging initiative because of its inner urban characteristics that make it unique, while other LAGs dealing with rural dimensions had different priorities and opinions. The opportunities and drawbacks can be analysed in a further stage, or at the end of the project period.

#### *c. Synergy with existing local development strategies*

The CLLD strategy is not part of an existing wider strategy. It is more a pilot action. In case of success, it could become a model to be implemented in different areas of the city.

There are a number of ITI areas in The Hague, and Scheveningen is one of the ITI areas. It is a condition of the ERDF programme to support projects within an ITI areas but not particular synergies are envisaged.

The aspect of innovation is more the bottom up strategy, creating a platform where the local population has influence in projects initiated in their residential area. Local inhabitants of Scheveningen can initiate projects themselves with support of SIOS.

## C. Management

### C.1. Financial structure

#### *a. Budget*

While the CLLD is fully funded by the government, projects applying for funding at SIOS should bring in some contribution. This means that co-financing/support could be in labour hours, equipment or even the provision of housing. The contribution in the projects so far are from SIOS and own contributions.

#### *b. Running costs and animation*

The LAG (SIOS) is funded 50 % by ERDF and 50 % by the city of The Hague. All mentioned costs are fundable.

### C.2. Administrative structure

#### *a. Local Action Group*

The structure is as follows: SIOS has to organise an administrative structure (bookkeeping) of the project because they are the sole beneficiary in term of ERDF regulations. The subsidy is provided by the municipality of The Hague which is an intermediate body, with the municipality of Rotterdam as the Management Authority.

SIOS has 3 board members; the chairman of a local residence organisation, the chairman of an interest group for the harbour and the chairman of the interest group for local entrepreneurs. The board members are responsible for managing SIOS and therefore the CLLD strategy. They provide consultancy services, initiate projects together with other stakeholders and assess projects that are submitted at SIOS.

#### *b. Networks and Cooperation*

As mentioned before, the board members of SIOS come from interested stakeholders (residence organisation, interest groups for entrepreneurs). There is collaboration between SIOS and other LAGs, because the board members come from different LAGs. Furthermore other LAGs can apply for financial support at SIOS.

## D. Implementation

### D.1. Strategy design

#### *a. Strategy design*

The municipality of Rotterdam is the Managing Authority of the ERDF. The Hague is therefore an intermediate body. The strategy of the CLLD has been developed in collaboration with policy advisors from the city of The Hague and LAG's. The board members of SIOS were involved from the beginning. There were numerous events organised in order to bring all stakeholders together. The city of The Hague hired a professional mediator to bring the stakeholders together in order to achieve a level playing field.

The ITI areas in The Hague had been determined before even the CLLD strategy was mentioned.

Ton Overmeire, the former programme manager of the ERDF programme in The Hague, was the key initiator of the CLLD and one of the policy advisors. He promoted the idea of a CLLD to stakeholders making them enthusiastic about the development potentialities for Scheveningen. One thing led to another and the implementation of the CLLD strategy was a fact after a period of hard work.

#### *b. Support and guidance*

The development of the CLLD strategy was done in collaboration with internal policy advisors, managers and directors at the municipality of The Hague and the Dutch EU representation office in Brussel.

### D.2. Strategy implementation

#### *a. Implementation progress*

The selected projects are small and local oriented. A sample of them are the following projects:

- Narare; documentary about Scheveningen, the youth and elderly
- SCH 236; redevelopment of a boat with historic value, with the help of students
- Generatieplan; redevelopment of a playground on a school yard, with the goal to create an environment for the locals to come together. It would lead to social inclusion
- Sporttuinduindorp; development of a playground, enhancing social inclusion.
- Muze cultuur; redevelopment of a Museum adding more historic value and storytelling.
- YMCA hostel; redevelopment of the hostel by means of a learning-working path for students.
- App van toen; development of an app meant for tourists. The app would physically guide users through Scheveningen showing historic places with explanatory notes.

The challenges for SIOS was (and still is); dealing with the ERDF regulations, and meeting the eligibility requirements of declared costs.

#### *b. Animation and participation*

In the stage of strategy development, the municipality of The Hague hired a professional mediator to bring all stakeholders together such as local parties and policymakers. The mediator is still involved in the organisation (SIOS). It wasn't easy to bring all the parties together. There are some divergent interests among different stakeholders: local resident groups have other priorities than local entrepreneurial

groups, as well as the local authorities. Bringing all the groups together with the support of a proper mediator has been helpful in achieving the overall goal of setting up a bottom up initiative.

*c. Monitoring system*

SIOS has the objective to financially support 27 projects over the whole project period April 2016 – September 2019. The SIOS is monitored by the ERDF department in The Hague led by the manager Vincent Hillen. In accordance to agreements and regulations, the ERDF department has to assure that the declared costs meet the eligibility requirements. Every 6 months SIOS reports to the ERDF department, which verifies the eligibility of the declared costs.

SIOS has its own monitoring system, which is inspired by the programme monitoring system set up by the Management Authority. It consists of numerous checklist on the topics of financing, state aid, tender procurements and other regulations enforced by the EU.



## E. Added values and constraints

### a. *Added value and bottlenecks*

Added value is the “bottom up” approach, and the involvement of the local population in the projects. The CLLD has indeed brought a new way of thinking and interaction between local population and local authority, and created a sense of involvement of the local inhabitants of Scheveningen. The new way of thinking gives the locals the control to solve their own problems instead of trying to solve the problems out of the city hall.

The ERDF regulation concerning eligibility requirements are the biggest bottleneck.

### b. *Multiple targets*

The challenges of combined funds could lead to different result indicators (for example ERDF vs ESF). The combination of funds also lead to more synergy and collaboration within the city hall, which is the case in The Hague. There are no projects within the CLLD that have combined both funds, but there is a possibility that this opportunity can occur. A proper project can be a learning working path, or a sort of traineeship where the costs of equipment and establishment could be funded through ERDF and the costs of a job coach through ESF. As a programme bureau we promote such projects.

There is already one project (not included in de CLLD) which is an ESF/ERDF funded project. This project concerns a traineeship for students, in the construction industry.

Different funds have different output indicators measuring the results, and sometimes have different themes, which could be an administrative challenge.

### c. *Adequacy*

In the case of this CLLD the Operational Programme was designed to foresee this initiative. So there were no challenges in this respect. The budget is sufficient so far.

### d. *Good practices*

At the end of the project there would be enough lessons learned to share. For now, as mentioned before, the strict (EU) regulations in terms of declarable cost and eligibility are weakening the potential of projects in general, and therefore also the CLLD implementation.